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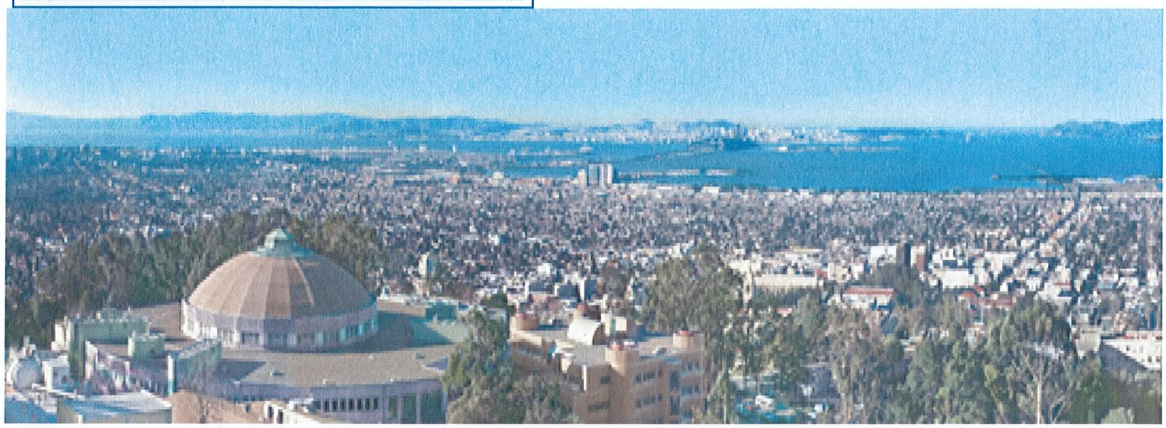

Lawrence Berkeley National Laboratory

Site Construction Coordination

Roles & Responsibilities Plan

November 2008

Revision 1

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Roles & Responsibilities Plan

Prepared for Site Construction Management

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Date

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Date

Record of Revisions		
Rev 0	This document was developed with senior management input and issued to the team in draft form to act as a guideline for all those listed and connected with Site Construction.	1/5/2008
Rev 1	1. The document has been revised and updated to reflect the new group titles and the addition of a security section. 2. The organization chart has been revised to reflect the changes in personnel.	10/30/2008

1. Introduction

The purpose of this document is to provide the Roles and Responsibilities for the position of Site Construction Coordinator (SCC) in support of the management and planning functions within Lawrence Berkeley National Laboratory. The objective of this new role is to ensure that the Project Managers are communicating their construction schedules accurately, so the daily construction truck traffic is controlled within the Long Range Development Plan (LRDP) constraints as well as other important requirements. The vetting of the proposed lay down areas, the establishment of a mutually agreed site boundary that meets both the labs parking requirements and the needs of the project, the development of a "contractor access requirements document" that will outline the process for site access and parking restrictions. The primary objective is so that construction equipment and personnel will have a minimum impact to the existing lab community. The risks of impacting the ongoing operations at the Lab will be minimized by this role. This Roles and Responsibilities document describes the methods that will be implemented by the SCC to insure individual projects communicate their activities to a broader audience.

This document presents an overview of the process; once the Site Coordination Roles and Responsibilities plan is approved the Site Coordination will move from the planning phase to the implementation phase. The development of the plan is an iterative process that will be updated and improved as the processes are developed. This plan will then be used as the basis for the Site Construction Coordination process.

2. Initial Discussion-SCC management Initiative Meeting (4/8/2008)

The purpose of this meeting in the planning process was to start by defining the project's "big picture" scope and objective at a summary level. As the role of the SCC and other key individuals matures, these objectives and scope will be continually refined Attendees included the Facilities Division Director, The Director of Institutional Assurance, representatives from Capital Projects and Public Affairs. The project overview included a high level project purpose, scope and objectives, discussion of potential key stakeholders, primary project participants, possible constraints, restrictions and assumptions.

Discussion topics:

- High level discussion of the roles and responsibilities for the SCC, PM's/Superintendants and other project participants
- Discussion of the, roles and responsibilities of the Project Sponsors and key project support personnel
- Identification of the project objectives and any restrictions or constraints that are known
- Identification of key stakeholders and any immediate actions that are required to secure their commitment to the project
- Identification the core team members that have been identified by the SCC
- Discussion regarding the attendance of the SCC at the owner, architect, contractor (OAC) meetings
- High-level discussion of milestone dates
- Agreement on kickoff meeting date and time

3. Kick-off Meeting (4/28/2008)

The purpose of this step in the planning process was to introduce project participants to each other (perhaps for the first time) and to establish a common understanding of the project objectives and scope overview. At a minimum, attendees included those listed on the organization chart, the meeting agenda included:

This meeting initiated the team building process, facilitated the discussion of goals and objectives, identify potential constraints and identified dependencies with other work. This meeting started the team thinking about the roles the individuals will play in making this a success for the Lab. This meeting provided the initial discussion and a forum for questions.

- Overview by the Facilities Director that reinforced the importance of the participation in this program in relation to the overall smooth running of the lab with minimal impact on the science and the Lab community. The Project Sponsors discussed the importance of coordination and collaboration between projects
- SCC presented the purpose and scope of the meeting
- Introduction of project participants and their initial roles and responsibilities
- Project Manager's roundtable discussion on the project's scope, goals/objectives, schedule and process used
- Discussion of possible constraints, issues and problems that would be inherent to the project
- Identification of organizations that need to support this team and their roles and responsibilities. Discussion of additional organizations and or subject matter experts that should be invited to future meetings that would assist on the team

4. Roles and Responsibilities

Project participants include Senior Management (SM), Construction Executive Group (CEG), Construction Advisory Group (CAG), Subject Matter Experts (SME) and the Project Group (PG). The interaction of these groups can be seen on the organization chart.

4.1. LBNL Senior Management Group (SMG)

The Senior Management Group consists of the Lab Director, the COO, ES&H and possibly UCOP representation. It is these groups that have the largest investment of continuing support of the labs scientific mission and running the day to day operations while the new facilities are under construction. This work will be controlled under the LBNL Long Range Development Plan (LRDP).

This group should meet every two months or when necessary (prior to the directors meeting with the City of Berkeley), the objective of this meeting is to inform lab management of risks, issues and concerns. The meeting is chaired by the Lab Director or the COO. Their responsibilities include;

- Providing guidance to CEG
- Assuring two way communication of key issues between senior management and the CEG

4.2. Construction Advisory Group (CAG)

The Construction Advisory Group (CAG) consists of the Director of Institutional Assurance, The Chief Human Resources Manager, The Communications Manager for UCB, The Deputy Berkeley Site Office Manager and a representative from Public Affairs. This group meets when requested by the Construction Executive Group (CEG). They offer advice and direction for the team to follow. The CAG:

- Is chaired by the Director of Institutional Assurance
- Provides direction and guidance to the Construction Executive Group
- Recommends improvements to the process

4.3. Construction Executive Group (CEG)

The Construction Executive Group (CEG) includes management representatives from the key organizations involved in the project oversight and control, and any other key stakeholder groups that have special interest in the construction activities. The Constriction Executive Group are also the Project Sponsors and are the Initiative's advocates and have line management responsibility for ensuring that any changes that have to be made are based on sound data that will maintain the smooth operation of the lab community.

The Construction Executive Group includes the members of the Public Relations: Facilities Planning & Environmental Department:, Environmental, Health, Safety, and Security; and the Project Management Office. The CEG responsibilities include:

- Acting individually and collectively as a vocal and visible project champion throughout their own organizations to communicate any issues that arise
- Recommending and approving changes to a projects schedule, help resolve issues and make policy decisions
- Helping to resolve issues and make policy decisions
- Providing direction and guidance to the Project Managers and Superintendants
- Ensuring that LBNL and contractor employee safety is maintained under all circumstances
- Monitoring progress regularly by conducting project status meetings with the project managers and other stakeholders,
- Coordinating issues resolution between projects and projects with institutional interests,
- Communicating project related information to the Lab and off site communities
- Determination of any activities in excess or the approved EIR baseline and recommend alternatives to the PM's
- Supporting the LBNL objectives as outlined in the introduction

4.4. Subject Matter Experts (SME)

The Subject Matter Experts (SME's) include Site Access, Security, Fire Chief, Foreign Visits and Assignments office, EH&S and Transport Demand Management support. This group provides experts in each related field. They advise and make recommendations to the CEG on matters of site access and safety. The SME responsibilities include:

- Approval of construction site boundary's through the "Site Boundary Review Committee"
- Advising on available parking
- Advising on Fire access
- Advising on Security requirements
- Advising on Foreign National access rights and procedures
- Advising on Emergency Management requirements
- Assisting with the Information gathering

4.5. Project Group (PG)

The Project Managers (PM's) and superintendants group consists of the Capital Project and Science Project Managers and or their representatives. The Project Managers and

Superintendents are accountable to the CEG for all matters related to site construction coordination. The Responsibilities include:

- Informing the SCC of any important issues that may impact other projects or operations at LBNL
    - For example raise the "project specific safety plan" if it impacts other lab users (crane load over access roads) and how the project intends to minimize these impacts
- Being readily available and providing timely responses to the SCC (e.g. construction updates for TABL/website)
- Working effectively together with other project teams to reach an amicable conclusion when potential conflicts arise
- Advising their projects teams that any deviation from their intended schedule changes may impact other projects, the projects need to communicate changes immediately
- Reviewing and be knowledgeable about their EIR and work within those constraints, use checklists to communicate key issues to the contractor
- Attending the construction co-ordination meetings or sending an appropriate representative
- Attending meetings with the SSC to present traffic, noise impacts, and any other construction related impacts to either management, Public relations or City of Berkeley counsel representatives
- Contributing good ideas to minimize the impact of the construction activities at the Lab and the communication of those improvements
- Raising concerns and issues regarding any project activity

The intention is for the Project Managers to bring with them to the biweekly meeting a current "1/2/3 week look ahead schedule" of construction activities. The objective of these meetings is to review any changes to the planned schedules to ensure that any conflict has not been overlooked. If a conflict is detected amongst the competing project activities on the schedule the SCC will facilitate a resolution of the conflicting activities with the responsible Project managers.

There will be a set agenda, It will be crucial that all the projects are represented at every meeting if this program is to be successful.

The SCC will chair the meeting and will have support from the Facilities Planning and EH&S, their responsibilities include;

Pre-Construction

- Presenting the proposed site plan (construction boundary) with the construction trailers and associated onsite contractor parking
- Presenting the proposed alternate pedestrian routes
- Discussing the Fire access plan
- Discussing plans for offsite contractor parking

Construction

- Discussing the current 1/2/3 week "look ahead" schedule
- Discussing construction activities outside the site boundary (Utility hook-ups)
- Discussing off- hours construction activities (allowable within their EIR)
- Quantifying any increase in truck trips and working with other PM's to keep the truck count within the maximum number of 33 per day
- Speaking about concerns and issues with the group

4.6. Security/Site Access

The Security and Site access Group consists of the Security and Emergency Operations Group Leader, Foreign Visits Administrator, Site Access Manager and Security Operations Manager. They work together to provide efficient life safety, emergency and security services to the main Berkeley site and off-site facilities.

The Responsibilities include:

- Coordinate and oversee foreign national vetting
- Facilitate traffic enforcement in conjunction with UCPD
- Manage Pilot Car program (temporary assignment)
- Support 911 and emergency response
- Participate on Directorate Facility Site Access Task Force
- Conduct parking enforcement
- Participate in Site Construction Coordination Meetings
- Support project managers and superintendents
- Coordinate parking needs and issues as required
- Respond to minor construction spills
- Badge Lab personnel
- Monitor all freight traffic entering LBNL

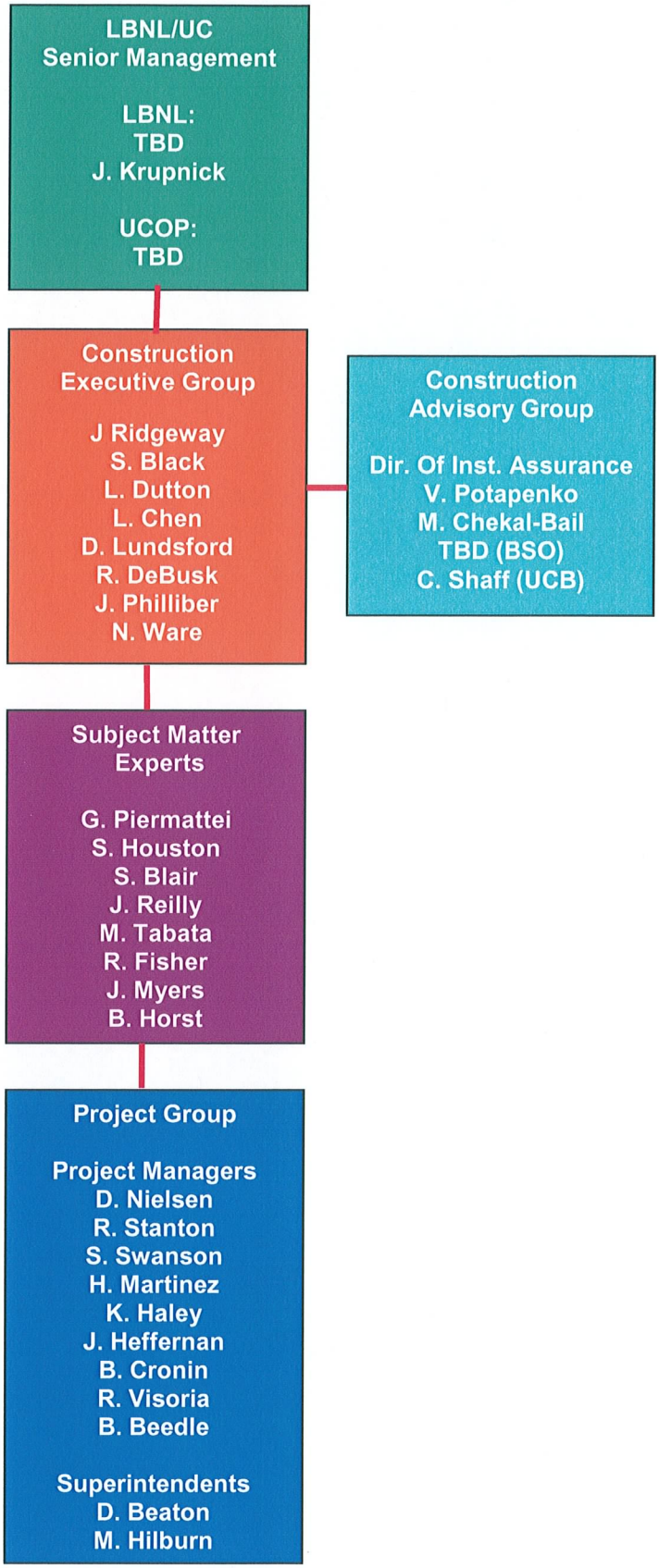
To gain access to LBNL facilities the contractor should visit http://www.lbl.gov/Workplace/siteconstruction/ and read the Subcontractor Site Access Guidelines that explain the process, the necessary forms to gain admittance to LBNL are within this document.

4.7. Site Construction Coordinator (SCC)

The Site Construction Coordinator (SCC), who is matrixed to the Facilities Director, has the overall responsibility for coordinating LBNL projects. Responsibilities include:

- Assisting the Facilities Planning group in the allocation of space for laydown areas and construction trailers
- Assisting in the resolution of schedule conflict between projects, with Project Managers and, or Superintendants
- Informing senior management of significant unresolved schedule conflicts
- Periodic briefing with Senior Management, Legal, Environmental, BSO and Public Affairs
- Chairing biweekly co-ordination meetings for LBNL construction projects
- Attend owner/architect/contractor (OAC) weekly meetings at critical points
- Meet with Berkeley city planners to apprise them of coordination efforts to maintain and, or reduce the Environmental Impact Report status
- Develop a Truck Trip schedule showing the cumulative effects and work with the project and environmental groups to develop mitigating alternatives to maintain the LRDP requirements
- Develop a pilot car program that is acceptable to the PM's

4.8. Organization Chart



5. Key Project Documents for Communication at the SSC meeting

Environmental Impact Statement – This document is our contract with UCOP/DOE the City of Berkeley and the surrounding community. Each Project Manager or his/her representative should be aware of the impacts within their Environmental Impact (EIR) documents and a good level of understanding of the labs Long Range Development Plan (LRDP) and how they affect their construction activities. It is incumbent on the PM's/ Superintendants/Construction Managers to impose these rules and make the SCC aware if we have or will exceed these requirements. The PM's should use checklists generated from the EIR appendices to communicate key issues to the contractor.

Project Interfaces – It is recommended that prior to construction activities the PM's hold town hall type meetings for their closest building neighbors. This gives people within these buildings a chance to understand and prepare for reduced parking within the localized area, additional noise from construction and the emergency egress routes that may have changed due to the annexing of the construction activities. Also a safety discussion regarding the movement of construction vehicles and materials from the storage/lay down location to the construction site if these are separate locations and how the project plans to accomplish this activity safely.

Risk Watch List – Communicate any potential risks associated with the project to the SCC. Determine which risk events are likely to affect the other projects under construction at the lab.

Schedule Development – Develop a summary level schedule and detailed level schedule to identify the logical placement of activities to complete the project's goals and objectives. All activities will be identified and the logic ties will be identified between the activities within their areas of responsibilities.

Communications Plan – Work with LBNL Public Affairs to develop an onsite and offsite guidance plan for effective communication of project impacts

Consolidated Emergency Plan – Develop written guidance that addresses the coordination of emergency response efforts and the impact of the existing work on emergency response. Work directly with security and Emergency Operations (SEO) representatives to determine the risks.

Biweekly Meeting Agenda

- 1/2/3 week construction schedule look ahead including approx truck trips for that period
- Proposed site plan boundary and fire access
- Propose alternative pedestrian routes and emergency egress
- Proposed truck routes and site access
- Proposed Pilot car requirements for the following week

6. Conclusion

The success of this plan will be dependant on the cooperation and communication of the individual Project Managers, Construction Managers and Superintendants to inform the SCC of any pending issues in a timely manner. It will also assist the parking congestion issues if this group can work

with their contractors to economize on the allocation of space they use for trailer, laydown area and key contractor personnel parking.

The Project Managers should communicate key construction activities that affect the lab population such as temporary road closures, loss of parking spaces or other significant activities through TABL and the construction website under "what's happening in the next several weeks" this will allow people to make alternative plans.